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Report of the Director of the United Nations System Staff College on its work, activities and accomplishments

Note by the Secretary-General

Pursuant to General Assembly resolution 60/214, the Secretary-General transmits herewith to the Economic and Social Council the third report of the Director of the United Nations System Staff College on the work, activities and accomplishments of the College.

Summary

The present report outlines the active role of the College and its governance and describes its learning and training activities in the two years ending 30 June 2007. The report also discusses the human and financial resources available to the College during the same period. Furthermore, the report outlines the College vision up to 2009.

The report highlights the solid progress made by the College over the last two years as well as its renewed coherence and future orientation.

The Economic and Social Council may wish to formulate its support for the objectives of the College, review its financial and administrative operations, and emphasize the importance of its learning and training role in the process of United Nations reform.

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> "The system agenda for progress should thus focus on: ... promoting a system-wide learning culture rooted in shared values and common objectives for all staff of the UN system. The culture building effort must focus on staff as they enter the international civil service, joining not only one organization but also an integrated system of organizations. It should focus on staff as they assume management responsibilities and hence a greater role in steering the UN organizations towards One United Nations. And it should engage senior management, charged with providing leadership, momentum and policy guidance for these efforts".
>
> From the Chief Executives Board for Coordination publication *One United Nations: catalyst for progress and change*.

I. Introduction

1. The present report is the third report of the United Nations System Staff College since 1 January 2002, when the College became a distinct institution within the United Nations system. The two previous reports were submitted to the General Assembly in accordance with Assembly resolution 55/207 and 55/278. The present report is submitted to the Economic and Social Council rather than to the Assembly in accordance with Assembly resolution 60/214 (para. 8).

2. The present report covers the two years that have elapsed since the previous report, namely the period from 1 July 2005 to 30 June 2007.

II. Historical background

3. The establishment of a staff college to serve the United Nations system was a direct response to the need to strengthen the coherence and effectiveness of the international civil service. The college began operations as a project entrusted to the International Training Centre (ITC) of the International Labour Organization (ILO) in 1996.

4. Towards the end of the project (August 2000), an independent evaluation was carried out. The evaluation recommended the establishment of a fully fledged United Nations staff college and drafted the elements of a statute for it. In December 2000, the General Assembly authorized the establishment of the United Nations System Staff College and extended the staff college project by one year in order to allow for a smooth transition to its new status.

5. In July 2001, the General Assembly, in its resolution 55/278, formally approved the statute of the new United Nations System Staff College. The Board of Governors of the College held its first session in Geneva in November 2001 and the College began operations as a distinct institution within the United Nations system on 1 January 2002.

III. Governance

6. In July 2005, the Board of Governors of the College reiterated that it was critical for the College to be truly integrated into the United Nations system, with a clear sense of its niche, firmly oriented towards supporting United Nations reform and change.

7. At its December 2005 meeting, the Board launched a process of consultations to develop a core curriculum for the College which was subsequently endorsed by the United Nations System Chief Executives Board for Coordination at its meetings of the High Level Committee on Management and the High Level Committee on Programmes in February 2006.

8. Following the arrival in May 2006 of the new Director of the College, a forward-looking business plan for the College for the period 2006-2009 was drafted. The plan was presented to and endorsed by the Expert Technical Review Panel in July 2006 and by the Board of Governors of the College in September 2006.

9. In September 2006, the same business plan was presented to a combined session of the High Level Committee on Management and the High Level Committee on Programmes for endorsement. During that session, the Director of the College reiterated the College's determination to focus on its core mandate. Both committees endorsed the business plan and called on the organizations of the United Nations system to further strengthen their involvement in the College's work.

10. The College budget for 2007 was the first budget of the College presented as a results-based budget. It was approved by the Board of Governors of the College in December 2006. The College is currently coming to the end of its first year of activity since the adoption of the business plan.

IV. College objectives

11. The main objectives of the College are set out in article II of its statute:[1]

> 1. The Staff College shall serve as a distinct, system-wide, knowledge-management and learning institution, with a view to fostering a cohesive management culture across the United Nations system. It shall provide strategic leadership and management development for international civil servants with a view to strengthening collaboration within the system in areas of common organizational responsibility; increasing operational effectiveness; enhancing cooperation with States Members and observers of the United Nations, the specialized agencies, regional organizations, non-governmental organizations and civil society; and developing a more cohesive, system-wide, management culture.
>
> 2. The Staff College shall carry out its activities on the basis of the needs expressed by the agencies of the United Nations system and in close cooperation with training and learning institutes and similar bodies within the United Nations system. It may also collaborate with relevant entities outside the system.

[1] General Assembly resolution 55/278, annex.

12. In pursuit of its objectives, and in accordance with its new business plan, the College has decided to engage in programmes that are:

(a) Strategic in their nature;

(b) Achievable in a short period of time;

(c) Attractive to donors;

(d) Able to expand and contract, according to client needs;

(e) Unique, adding value to other training offered within the United Nations system.

V. Programmes reorganization

13. Since 2002, the College has made its mark in relation to some key programmes: United Nations training, learning and networking; resident coordinator and United Nations Country Team learning; and early warning and preventive measures.

14. These activities have contributed proof that the College can:

(a) Establish strategic alliances;

(b) Bridge gaps;

(c) Build new competencies;

(d) Make a difference in terms of operational responses;

(e) Sustain a common United Nations culture;

(f) Support a system-wide training-learning agenda.

15. Through its business plan, the College has currently sharpened further the focus of its curriculum around some of the critical challenges facing the United Nations system: leadership and management; peace and security; development cooperation and learning.

16. The business plan horizon is both short- and medium-term. In 2006 and 2007 the College has concentrated on the short-term goal of laying a solid foundation for the future, by reorganizing the programme department and consolidating its staffing. The biennium 2008-2009 will feature the implementation of new services and training programmes, such as the Senior Management Network leadership development programme; secure and safe approaches in field environments; and enhanced support to the United Nations learning community.

VI. College activities

A. Development cooperation

Resident coordinator system learning support

17. The resident coordinator learning support provided by the United Nations System Staff College contributes to the United Nations reform process by helping

United Nations Country Teams and their partners to design and implement coherent and efficient programmes to achieve the Millennium Development Goals, pursuant to Assembly resolution 60/214.

18. Resident coordinator system learning support provides learning and training events targeted at United Nations staff involved in planning and implementing strategic responses to national development challenges.

19. The resident coordinator system works in close partnership with the United Nations Development Group Office through a jointly developed plan of support to United Nations Country Teams.

20. In the period covered by the present report, the resident coordinator system programme conducted 75 events, involving 3,951 participants, including United Nations staff and Government partners, as well as representatives of the donor community and civil society organizations. These activities contributed to three main sets of results:

(a) Enhanced quality of United Nations country-level common programming processes, through:

(i) Regional orientation workshops on the United Nations country level common programming process;

(ii) Country orientation workshops on the United Nations country level common programming process;

(iii) Country level strategic planning retreats with Government partners in the context of the United Nations Development Assistance Framework (UNDAF);

(iv) Annual retreats of United Nations Country Teams;

(b) A stronger resident coordinator system, through:

(i) Induction workshops for newly appointed resident coordinators;

(ii) Skills training workshops for newly appointed resident coordinators and new agency representatives (inclusive of certain agency briefings);

(iii) Training workshops for new coordination officers in the field;

(iv) Team-building support using the Belbin Team Roles instrument;

(v) Design and testing of a new team effectiveness survey specifically tailored to the United Nations environment;

(c) Improved learning and training capacity within the United Nations system and of key partners, through:

(i) Training of trainers for United Nations staff involved in supporting the United Nations country-level common programming process (Common Country Assessment (CCA)/UNDAF);

(ii) Global training on results-based management;

(iii) Support to the Action 2 inter-agency task force in the finalization of the United Nations common learning package on the human rights-based approach to programming;

(iv) Design of a regional skills training concept focusing on the human rights-based approach and results-based management, partnering skills for strategic engagement, and strategic thinking for negotiation and consensus-building;

(v) DevInfo advanced training.

Table 1
Key activities in resident coordinator system learning support, 1 July 2005-31 December 2006

Date	*Activity*	*Venue*	*Number of participants*	*Number of participant-days*
27-29 July 2005	Strategic planning retreat	Libreville	53	159
28 August-8 September 2005	Global training on common services	Johannesburg, South Africa	56	672
5-9 September 2005	Strategic planning retreat	Sana'a	85	255
14-16 September 2005	Strategic planning retreat	Rabat	47	141
15-17 September 2005	Strategic planning retreat	Tunis	61	183
18-20 September 2005	Strategic planning retreat	Cairo	75	225
27-29 September 2005	UNCT orientation workshop	Monrovia	35	105
28-30 September 2005	Strategic planning retreat	Bangkok	60	180
3-13 October 2005	Resident coordinator induction workshop	New York	22	220
5-7 October 2005	Strategic planning retreat	Brasilia	56	168
12-14 October 2005	Strategic planning retreat	Lusaka	55	165
12-14 October 2005	Strategic planning retreat	Asmara	47	141
17-19 October 2005	Strategic planning retreat	Algiers	68	204
18-20 October 2005	Strategic planning retreat	Conakry	40	120
26-27 October 2005	Strategic planning retreat	Addis Ababa	54	108
26-28 October 2005	Strategic planning retreat	San Salvador	44	132
2-4 November 2005	Strategic planning retreat	Santo Domingo	32	96
8-10 November 2005	Strategic planning retreat	Banjul	34	102
15-16 November 2005	Strategic planning retreat	Montevideo	27	54
16-18 November 2005	Strategic planning retreat	Panama City	52	156
16-18 November 2005	Strategic planning retreat	Maputo	51	153
23-25 November 2005	Strategic planning retreat	Sao Tome	39	117
29 November-2 December 2005	Strategic planning retreat	San Ignacio	37	111
30 November-1 December 2005	Joint office	Praia	59	118
14-16 December 2005	Strategic planning retreat	Dakar	50	150
14-16 December 2005	Strategic planning retreat	Asunción	65	195
18-19 January 2006	UNCT annual retreat	Male	12	24
18-20 January 2006	Strategic planning retreat	Pyongyang	27	81
22-28 January 2006	Global training of trainers	New York	54	378

Date	*Activity*	*Venue*	*Number of participants*	*Number of participant-days*
25-27 January 2006	Strategic planning retreat	Kingston	42	126
8-10 February 2006	Regional workshop on the United Nations common programming process	Dakar	53	159
8-10 February 2006	UNCT annual retreat	Los Roques, Venezuela	18	54
9-11 February 2006	UNCT annual retreat	Wadduwa, Sri Lanka	47	141
15-17 February 2006	Regional workshop on the United Nations common programming process	Panama City	57	171
22-24 February 2006	UNCT orientation workshop	Bogotá	44	132
1-3 March 2006	Strategic planning retreat	Pretoria	71	213
5-7 March 2006	UNCT orientation workshop	Amman	37	111
15-17 March 2006	Regional workshop on the United nations common programming process	Nadi, Fiji	54	162
29-31 March 2006	UNCT orientation workshop	Santa Cruz, Bolivia	33	99
4-6 March 2006	Strategic planning retreat	Tegucigalpa	187	561
10-12 April 2006	UNCT orientation workshop	Havana	65	195
17-19 April 2006	UNCT orientation workshop	New Delhi	57	171
18-19 April 2006	UNCT orientation workshop	Ciudad Colon, Costa Rica	36	72
19-21 April 2006	UNCT orientation workshop	Port-of-Spain	25	75
25-27 April 2006	UNCT orientation workshop	Gaborone	65	195
3-4 May 2006	UNCT annual retreat	Banjul	28	56
22-26 May 2006	Global induction workshop for coordination officers	New York	34	170
26-27 May 2006	UNCT annual retreat	Hammamet, Tunisia	28	56
14-16 May 2006	Strategic planning retreat	Port Moresby	54	162
19-23 May 2006	Results-based management training for Quality Support and Assurance staff	Turin	42	210
20-22 May 2006	Strategic planning retreat	Apia	42	126
12-13 July 2006	UNCT orientation workshop	Freetown	54	108
28 August-1 September 2006	Strategic planning retreat	Lilongwe	115	345
29-31 August 2006	Strategic planning retreat	Thimphu	76	228
7-8 September 2006	Strategic planning retreat	New Delhi	110	220
11-13 September 2006	Strategic planning retreat	Paramaribo	61	183
17-19 September 2006	Strategic planning retreat	Amman	36	108
19-21 September 2006	Strategic planning retreat	Male	74	222
28-29 September 2006	Strategic planning retreat	Yaoundé	51	102
28-30 September 2006	Strategic planning retreat	Colombo	66	198

Date	*Activity*	*Venue*	*Number of participants*	*Number of participant-days*
2-13 October 2006	Resident coordinator induction workshop	New York	31	372
11-12 October 2006	Strategic planning retreat	Monrovia	76	152
18-20 October 2006	Strategic planning retreat	Bamako	53	159
18-20 October 2006	Strategic planning retreat	Bissau	66	198
24-27 October 2006	United Nations subregional team annual retreat	Montserrat, Barbados	16	64
31 October-2 November 2006	Strategic planning retreat	Moroni	62	186
14-16 November 2006	Strategic planning retreat	Tobago, Trinidad and Tobago	41	123
14-16 November 2006	Strategic planning retreat	Maseru	58	174
15-17 November 2006	Strategic planning retreat	Malabo	35	105
22-24 November 2006	Strategic planning retreat	San José	81	243
28 November-1 December 2006	United Nations resident coordinator and agency representative induction workshop	Turin	25	100
29 November-1 December 2006	Strategic planning retreat	Bogotá	109	327
4-6 December 2006	Strategic planning retreat	Djibouti	42	126
6-8 December 2006	Strategic planning retreat	Kigali	55	165
13-15 December 2006	Strategic planning retreat	Lomé	42	126
Total			**3 951**	**12 664**

Note: "Participant-days" is the number of participants multiplied by the number of days.

Partnerships, private sector and civil society

21. In 2007, Partners in Action and other partnership-related activities were fully integrated into the development cooperation programme.

22. The aim of these activities is to strengthen the capacities of United Nations staff and United Nations organizations to work more effectively with partner organisations in the private sector and in civil society, thus complementing the ongoing partnerships of the United Nations with Governments.

23. Details of key activities in 2005-2007 are given in table 2 below.

Table 2
Key activities in partnerships/private sector/civil society, 2005-2007

Date	*Activity*	*Venue*	*Number of participants*	*Number of participant-days*
13-15 December 2005	Partnering skills for strategic engagement course (part 1)	Vienna	18	54
21-23 February 2006	Partnering skills for strategic engagement course (part 1)	Geneva	20	60
23-24 March 2006	Partnering skills for strategic engagement course (part 2)	Vienna	20	40
16-18 May 2006	Partnering skills for strategic engagement course	Paris	18	54
1-2 June 2006	United Nations private sector focal points meeting	Paris	77	154
4-6 July 2006	Partnering skills for strategic engagement course	Rome	20	60
10-11 October 2006	Partnering skills for strategic engagement course (part 2)	Geneva	20	40
17-19 October 2006	Partnering skills for strategic engagement course	Nairobi	20	60
13-15 December 2006	Partnering skills for strategic engagement course	Turin	33	99
24-26 January 2007	Partnering skills for strategic engagement course	Panama City	26	78
27 February-1 March 2007	Partnering skills for strategic engagement course	Bangkok	16	48
5-7 March 2007	Partnering skills for strategic engagement course	Jakarta	31	93
20-22 March 2007	Partnering skills for strategic engagement course	Nairobi	17	51
Total			**336**	**891**

Note: "Participant-days" is the number of participants multiplied by the number of days.

B. Peace and security

24. The peace and security programme consists of three components: (a) secure and safe approaches in field environments; (b) conflict prevention: analysis for action (former early warning and preventive measures project); and (c) actors for change.

Secure and safe approaches in field environments

25. In view of the need for a major improvement in staff training on safety and security, the United Nations Department for Safety and Security and the College have been working together since 2006 in the design, preparation and delivery of a full-fledged security training programme to be implemented at the country level. The training includes:

(a) Developing a safety and security learning curriculum for a four-day training equally divided into theory and field practice, addressing core modules, such as communications, personal security, mines, travel, United Nations security management system, cultural awareness, incidents management, stress management, clearance procedures, hostage survival and basic first aid;

(b) A training of trainers programme for security officers, in order to create a pool of United Nations trainers who will be used for conducting training workshops in the field.

26. As a result of the global training programme in secure and safe approaches in field environments, individual countries will be able to implement specific safety and security training programmes for all United Nations civilian personnel, allowing them to:

(a) Undertake work in the assigned security area more confidently and effectively;

(b) Better understand varying levels of threat and security trends in their respective areas of operation and be able to respond quickly to crisis situations;

(c) Be able to operate communications equipment effectively;

(d) Be able to understand and comply with United Nations security procedures;

(e) Owing to enhanced safety and security education, suffer fewer injuries, casualties and fatalities.

27. Between January and March 2007, two preparatory activities were held in Turin.

Table 3
Other key activities undertaken by the United Nations Department for Safety and Security in cooperation with the United Nations System Staff College in the field of United Nations staff safety and security, 2007

Date	*Activity*	*Number of participants*	*Number of participant-days*
11 February-2 March 2007	Security certification programme	45	720
6-18 May 2007	Refresher training programme	35	385

Note: "Participant-days" is the number of participants multiplied by the number of days.

Conflict prevention: analysis for action (former early warning and preventive measures project)

28. Since 1998 the College in partnership with the United Nations Department of Political Affairs has been involved in a joint training project entitled "Early warning and preventive measures: building United Nations capacity". Since its inception, the project has undertaken more than 58 training activities and trained over 1,800 participants in conflict analysis for conflict prevention.

29. In February 2007 a strategic review was conducted of the project in order to take stock and align it with recent developments within and outside the United Nations system related to capacity-building for conflict prevention.

30. The primary aim of the project entitled "Conflict prevention: analysis for action" is to build institutional capacity in the area of early warning and preventive measures and, as a corollary, to promote greater mutual exchange and coordination within and between departments and offices dealing with early warning and preventive measures.

31. In the period under review, the project implemented 11 activities, involving a total of 250 participants. Details of these activities are given in table 4 below.

Table 4
Key activities in the early warning and preventive measures project, July 2005-February 2007

Date	*Activity*	*Venue*	*Number of participants*	*Number of participant-days*
3-7 October 2005	F34 South-East Asia workshop	Bangkok	48	240
28 November-2 December 2005	F35 Central and South America workshop (in Spanish)	Panama City	17	85
30 January-3 February 2006	F36 Middle East workshop	Dubai City	21	105
29 March-1 April 2006	Inter-agency programming committee workshop	Port Moresby	11	44
8-12 May 2006	F37 South-East Asia workshop	Bangkok	16	80
12-16 June 2006	F38 Central Asia workshop	Bishkek	16	80
10-14 July 2006	F39 — East Africa workshop	Addis Ababa	27	135
13-15 September 2006	Train4Dev: joint staff training on conflict prevention/peacebuilding	Kampala	38	144
23-27 October 2006	F40 Central and Latin America workshop (in Spanish)	La Antigua, Guatemala	17	85
20-24 November 2006	F41 — Francophone Africa workshop (in French)	Turin	17	85
22-24 February 2007	Strategic review meeting	Turin	22	66
Total number of activities, participants, and participant-days		**11**	**250**	**1 149**

Note: "Participant-days" is the number of participants multiplied by the number of days.

Actors for change: strengthening national human rights institutions

32. Since 2005 the College in cooperation with the National Institutions Unit of the Office of the High Commissioner for Human Rights has launched a regional training project for national human rights institutions in different regions of the world.

33. The project aims to strengthen the capacity of national institutions for the promotion and protection of human rights, in particular to engage in the prevention of violent conflict through individual and collective reinforcement by means of strengthening their regional networks. Each training course targets the national

institutions from one region of the world (e.g. Latin America, francophone Africa, Asia and the Pacific).

34. In the period under review, the project delivered six courses involving a total of 120 participants. Details of these activities are given in table 5 below.

Table 5
Key activities in conflict prevention distance learning project, July 2005-May 2007

Date	*Activity*	*Venue*	*Number of participants*	*Number of participant-days*
August/November 2005	Conflict prevention course for national institutions of Asia and Oceania (English)	Colombo	22	341
October 2005/ February 2006	Conflict prevention course for national institutions of Anglophone Africa (English)	Abuja	22	506
April/August 2006	Conflict prevention course for national institutions of Europe and Central Asia (English)	Sarajevo	9	207
July 2006/ February 2007	Conflict prevention course for national institutions of francophone Africa (French)	Dakar	18	414
August/December 2006	Conflict prevention course for national institutions of Latin America (Spanish)	Antigua, Guatemala	20	460
May 2007	Conflict prevention course for national institutions of Anglophone Africa (English)	Nairobi	29	681
Total			**120**	**2 609**

Note: "Participant-days" is the number of participants multiplied by the number of days. The course includes 10 hours per week for 16 weeks of distance learning activities and a face-to-face workshop of three days.

C. Leadership and management

35. As from the second half of 2006, the College has enhanced its focus on management and leadership development by establishing a unit dedicated to this area.

36. There are two main areas of focus: first, support for the management programmes of United Nations system agencies, by providing guidance and materials for their own efforts to enhance management and leadership competencies; second, a major new initiative for the senior-most leaders across the United Nations system agencies, which is described below.

Senior Management Network leadership development programme

37. The Senior Management Network initiative addresses an important gap in United Nations system needs. The objectives are:

(a) To strengthen managerial and leadership capacity as an integral step in improving organizational performance;

(b) To build a common corporate culture in order to heighten the esprit de corps;

(c) To facilitate the devolution of responsibility and accountability in relation to core managerial functions;

(d) To enhance inter-agency cohesion and coordination and to promote increased mobility and learning across the system;

(e) To signal a commitment to the professionalism of the management function.

38. The overall infrastructure of the Senior Management Network consists of four interrelated components:

(a) A common competency framework;

(b) A system-wide leadership development programme;

(c) Managerial support tools and resources, made available through electronic means;

(d) A global management forum.

39. The College was requested to develop the leadership development programme for the Senior Management Network.

40. The programme will be targeted at senior staff in the system, usually at the D-1 level and above, who have an impact on the organizational direction of the agencies. The design of the programme commenced in the third quarter of 2006 and the first cohort of participants will begin their training at the end of 2007.

41. The Senior Management Network leadership programme is aimed at strengthening the knowledge and skills of senior managers in the following nine content areas: (a) change leadership; (b) cross-cultural leadership; (c) strategic thinking and strategy enactment; (d) conflict management; (e) influencing and negotiating; (f) judgement and decision-making in a complex and ambiguous environment; (g) results-oriented leadership; (h) leading to collaborate; and (i) interpersonal leadership. The programme flow includes:

(a) A launching conference focusing on engagement, as well as introducing the basic concepts of culture, change and leadership, and teaching the skills of dialogue and inquiry, while allowing for networking between participants;

(b) Three four-day events:

(i) In Japan, focusing on interpersonal leadership, leading to collaborate, influencing and negotiating;

(ii) In South Africa, focusing on change leadership, strategic thinking and strategy thinking, and conflict management;

(iii) In Costa Rica, focusing on judgement and decision-making, and results-oriented leadership;

(c) Large-scale debriefing conference, focusing on the review of the study trips, conclusions on United Nations leadership and further networking.

D. United Nations system learning and training services

42. The United Nations System Staff College also works with all United Nations organizations to implement learning that can further the effective professional development of staff. This involves developing the organizational learning culture, as well as facilitating the development of competency-based approaches to learning, training and staff development with improved knowledge-sharing practices.

United Nations Learning Community

43. The United Nations Learning Community is a network of more than 300 staff working in the United Nations system and United Nations-affiliated international organizations who are primarily employed in the training and staff development units of the organizations and can support each other through a variety of knowledge-sharing activities.

44. The database of the Learning Community is housed on the College website, and includes a range of features to help members stay in touch, including member profiles and a resource bank. The sharing space keeps members from around the globe abreast of what is happening in other organizations as well as in regional communities, such as the Geneva Learning Network.

Geneva Learning Network

45. The Geneva Learning Network is a network of approximately 75 learning managers, mainly Geneva-based but also including training professionals from Bern, Strasbourg, The Hague and Turin, representing over 30 international organizations.

46. In 2007, and for the first time, the College has been co-chairing the Geneva Learning Network meetings along with the Office of the United Nations High Commissioner for Refugees (UNHCR).

United Nations learning and training consultants database

47. The College established in March 2006 an online database of learning and training consultants' curricula vitae, along with information on their previous assignments for the United Nations system. This information, with a search facility using a range of criteria (e.g. area of expertise, location, language abilities), is available to organizations in the United Nations system.

Learning Managers Forum

48. The aim of the Learning Managers Forum is to foster in United Nations learning managers a common vision on human resources and staff development issues. In the period under review, the College coordinated two (2) forums at the College campus in Turin, Italy.

Table 6
Key activities with the Learning Managers Forum, 2005-2007

Date	*Activity*	*Number of participants*	*Number of participant-days*
7-9 June 2006	Learning Managers Forum	46	138
6-8 June 2007	Learning Managers Forum	45	135
Total		**91**	**273**

Note: "Participant-days" is the number of participants multiplied by the number of days.

Inter-agency learning tools

49. The College facilitates the following strategic system-wide learning tools:

(a) Organizational learning framework: a system-wide tool to measure the state of learning in the United Nations;

(b) Belbin Team Roles: a virtual tool for team-building support using the Belbin Team Roles model;

(c) Team assessment and development: a tool which facilitates and guides the development of teams based on the results of the assessment;

(d) Needs assessment and evaluation: a non-prescriptive, customizable methodology to monitor and evaluate capacity-building initiatives.

Young Professionals orientation programme

50. The young Professionals orientation programme provides an opportunity for young Professionals to develop pre-service competencies that will help them begin their United Nations system placement with success. The workshop focuses on three main areas: United Nations system knowledge, workplace skills and networking.

Table 7
Key activities with the young Professionals orientation programme, 2005-2007

Date	*Activity*	*Venue*	*Number of participants*	*Number of participant-days*
4-16 September 2005	Young Professionals orientation programme	Turin	49	490
10-22 September 2006	Young Professionals orientation programme	Turin	40	400
Total		**2**	**89**	**890**

Note: "Participant-days" is the number of participants multiplied by the number of days.

United Nations Fellows: tools for development cooperation

51. The United Nations Fellows workshop is an activity of induction training for participants selected by relevant United Nations partners. The focus of the programme is on international development cooperation, in particular on the formulation and design of projects.

Table 8
Key activities with the United Nations Fellows: tools for development cooperation, 2005-2007

Date	*Activity*	*Venue*	*Number of participants*	*Number of participant-days*
4-16 December 2005	United Nations Fellows workshop: tools for development cooperation	Turin	35	350
3-15 December 2006	United Nations Fellows workshop: tools for development cooperation	Turin	39	390
Total		**2**	**74**	**740**

Note: "Participant-days" is the number of participants multiplied by the number of days.

E. Other activities

52. During the initial part of the period under review, the United Nations System Staff College activities were organized around 10 areas or clusters. The following paragraphs provide details of those activities not covered in the current four reorganized programmes of the College.

Table 9
Other activities, 2005-2007

Date	*Activity*	*Venue*	*Number of participants*
December 2005	Enhancing communication skills and media relations for diplomacy	Turin	18
January 2006	Master in peacekeeping management	University of Turin, Turin	25
January 2006	United Nations Country Team retreat	Zambia	40
February 2006	2006 annual retreat UNDP Regional Centre	Sri Lanka	60
March 2006	Results-based management for War-torn Societies Project international staff	Kenya	40
March 2006	Master in international institutions	Bocconi University, Milan	60
April 2006	Results-based management for War-torn Societies Project international staff	Geneva	35
May 2006	Human rights and the human rights-based approach to programming	UNESCO, Paris	40
May 2006	Team-building for United Nations Country Team and the Cabinet of Namibia	Namibia	40
July 2006	Millennium Development Goals workshop with the Institute for Relations between Italy and Africa, Latin America, and the Middle and Far East (IPALMO)	Syrian Arab Republic	60
July 2006	Millennium Development Goals workshop with IPALMO	Jordan	50

Date	*Activity*	*Venue*	*Number of participants*
July 2006	Workshop on Millennium Strategy and the Millennium Development Goals in the MENA Region	Egypt	50
September 2006	Human rights and the human rights-based approach to programming	UNESCO, Paris	35
October 2006	Masters degree programme in strategic communication	University of Twente, Netherlands	55
October 2006	Gender mainstreaming training	UNESCO, Paris	35
November 2006	Regional workshop on gender mainstreaming	UNESCO, Uruguay	30
November 2006	Introduction to effective communication for junior diplomats	Rome	22
December 2006	Enhancing communication skills and media relations for diplomacy	Turin	14
December 2006	Team-building retreat UNDP Regional Centre	Sri Lanka	45
January 2007	Capacity development and training in gender mainstreaming	Jordan	35
January 2007	Heads of agencies retreat	Zambia	40
February 2007	Capacity-building of UNESCO field office staff in the human rights-based approach	Thailand	35
April 2007	Human rights-based approach training for the communication and information sector	UNESCO, Paris	35
March 2007	Triennial Comprehensive Policy Review global consultation workshop on the effectiveness of the United Nations system operational activities for development	Turin	40
March 2007	United Nations Evaluation Group-United Nations System Staff College evaluation course	Turin	31
Total			**970**

VII. Management and administration

53. During the reporting period, the United Nations System Staff College has successfully implemented measures detailed in the previous report to strengthen its own internal management systems and procedures and to foster an environment that is more inducive to learning. Implementation of these measures has contributed to improving the efficiency and effectiveness of the College as a results-based organization operating in a public sector environment.

54. In March 2007, through the pro bono contribution of a local Turin-based company, the College website was entirely redesigned. The table below illustrates the growing number of visitors to the College website since 2003.

Table 10
Total visitors to the College website, 2003-2005, by month

Month	*2003*	*2004*	*2005*	*2006*	*2007*
January	13 776	18 517	23 849	39 294	47 516
February	13 560	19 447	24 687	38 482	40 978
March	14 522	21 399	25 387	53 845	50 248
April	15 647	18 009	25 295	49 537	
May	15 663	15 741	24 501	56 831	
June	13 811	14 932	24 097	57 529	
July	13 188	13 889	27 061	50 823	
August	11 623	14 772	24 681	47 173	
September	16 378	17 187	27 685	51 331	
October	20 024	20 806	31 684	51 158	
November	20 447	20 541	32 985	44 932	
December	17 316	21 428	35 116	45 312	
Total	**185 955**	**216 668**	**327 028**	**586 247**	**138 742**

Note: Data refer to discrete visitors (not "hits").

VIII. Human and financial resources

55. Total College staff at the end of the reporting period stood at 35.2 full-time equivalents. The corresponding figure at the beginning of the period was 36.2. Several staff at the College were provided on loan or secondment from other United Nations organizations, and the College is grateful for such support.

56. During the reporting period, six United Nations staff members (Professional and support staff) left the College and nine new staff joined the College.

57. Over the reporting period, the overall gender balance (percentage of female staff) in the College increased from 41.9 per cent to 48.9 per cent.

58. Financial resources available to the College in 2005, 2006, and the first two months of 2007 are shown in the summary of total income and expenditure given in table 11 below.

Table 11
Income and expenditure, 2005-2007

Source of funds/type of expenditure	*2005*	*2006*	*2007 (to 28 February)*
	(Millions of United States dollars)		
United Nations core contribution	0.50	0.50	0.50
Host country contribution (untied)	1.95	2.49	—
Voluntary United Nations contributions	3.19	2.55	0.35
Voluntary contributions from Member States (including the host country) and others	1.00	2.59	0.44
Total	**6.64**	**8.13**	**1.29**
Salaries and benefits	2.07	2.62	0.59
Other labour costs	1.19	0.95	0.49
Operating costs	2.29	1.58	0.50
Net transfer to operating reserves	0.40	0.37	—
Total	**5.95**	**5.53**	**1.58**

59. On the income side, the College receives funding from four main sources. First, there is an annual core contribution from the member organizations of the Chief Executives Board. The contribution is based on a cost-sharing formula fixed by the Chief Executives Board. During the reporting period, the formula yielded a total of $0.5 million per annum.

60. Second, the host country, Italy, makes a generous, untied contribution to the activities of the College amounting to Euro 1,500,000 (about $1,945,000) in 2005 and Euro 2,000,000 (about $2,489,000) in 2006. The City of Turin also provides free office facilities for the College in Turin.

61. Third, the College earns voluntary contributions from organizations in the United Nations system in the form of fees and costs related to the supply of service. These contributions are tied to specific projects/activities and vary from year to year.

62. Lastly, the College receives voluntary contributions from Member States and foundations. A list of contributors in the period 2005-2007 is given in table 12 below.

Table 12
Voluntary contributions to the College, 2005-2007

2005	*2006*	*2007 (to 28 February)*
Italy	Italy	Sweden
Sweden	Germany	
Compagnia di San Paolo	Sweden	
	Compagnia di San Paolo	
Total $1.00 million	**Total $2.59 million**	**Total $0.44 million**

63. The College fund balance is shown in table 13 below:

Table 13
Opening and closing fund balance, 2005-2007

Source of funds	*1 July 2005*	*1 July 2006*	*28 February 2007*	*Change from 1 July 2005*
	(Millions of United States dollars)			
Fund balance	2.68	3.76	3.64	0.96
Reserves	0.39	0.85	0.77	0.38
Total fund balance	**3.07**	**4.62**	**4.42**	**1.35**

Note: The fund balance is the total fund balance available for allotment.

IX. Future developments

64. In the period under review, the Board of Governors, supported by the Expert Technical Review Panel, has shown leadership by approving a new curriculum and business plan.

65. The new College Director has, accordingly, reorganized the programme activities of the College by refocusing on the College's core objectives and providing a realigned perspective for the short term (2006-2007) and a new vision for the medium term (2008-2009).

66. Such vision is to be, and is to be recognized as being, a high-quality centre of excellence of learning and training services dedicated to the support of the United Nations system in achieving its central objectives and building its capacities in a selected number of major strategic areas.

67. After the realignment phase (2006-2007), it is the ambition of the College to become an illustration of the reform process itself. That is to say, the College vision will be realized when:

(a) The College is recognized as a visible and reliable asset to the United Nations family of programmes, funds and agencies, concentrating on United Nations system reform and other system-wide priorities;

(b) The College's four programmes are attractive to a larger number of donors, so as to consolidate a viable funding base;

(c) The College's four programmes are strategic and are perceived as adding-value to other staff training offered within the United Nations system;

(d) The College's work shows cutting-edge best practices and is a model in terms of cost-efficiency and effectiveness of operations;

(e) The College has been able to build strategic alliances inside and outside of the United Nations and can leverage these alliances for the benefit of the United Nations system as a whole.

68. In summary, the College vision is one of an institution that combines strategic considerations related to United Nations system reform with concrete learning and training actions relevant to all United Nations system staff.

X. Concluding remarks

69. The progress made by the College during the reporting period has been significant. Credit for much of what has been achieved is due to the dedicated work of its staff and the active contribution of the College governance.

70. In 2005, the College delivered 74 training activities with 2,867 participants; in 2006 the College increased the number of activities to 79, with 3,425 participants.

71. The College is grateful to the organization members of the Chief Executives Board for their core contribution to the College each year.

72. The College would also like to acknowledge the generous contribution provided by the host country, Italy, including not only core support but also voluntary contributions to support relevant development initiatives. The active support of the Italian Government continues to play a critical role for the College.

73. Similarly, the College is very appreciative of voluntary contributions received from Member States and others. These contributions help to broaden and improve the quality of services that the College can offer.

74. The next report on the United Nations System Staff College will be presented to the Economic and Social Council in 2009. That report will cover the period 1 July 2007 to 30 June 2009.